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UNIVERSITY CONFERENCE

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Quality Improvement Initiatives & Engaging Physicians in the Process

Moderator: John Young, M.D., MBA, FACHE

Panelists: Steven T. Gremillion, M.D., FACC, Ashley C. Mays, M.D., & V. Seenu Reddy, M.D., MBA, FACS, FACC

| Disclosures / Potential Conflicts of Interest

The moderator and panelists have no potential conflicts of interest to disclose in regard to content in this presentation

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| Learning Objectives

At the end of this session, participants should be able to:

1. Recall differences between value-based healthcare and quality improvement initiatives
2. Recognize traditional metrics of quality review and intervention
3. Identify strategies for physician engagement in the quality improvement process

Moderator & Panelists



John Young, M.D., MBA,
FACHE
Chief Medical Officer
HealthTrust



Steven T. Gremillion,
M.D., FACC
EVP/Chief Medical Officer
Franciscan Missionaries of our
Lady Health System



Ashley C. Mays, M.D.
Otolaryngology
Cleveland Clinic Indian River
Hospital



V. Seenu Reddy, M.D.,
MBA, FACS, FACC
Cardiac and Thoracic Surgery
TriStar Centennial Medical
Center

| Defining Value-Based Care

Value-Based Healthcare = Patient Outcome Improvement ÷ Cost of Care for Improvement

- Often confused with terms focused primarily on improved patient outcomes: quality improvement, cost reduction, patient satisfaction
- Research reveals successful value-based healthcare implementation includes:
 - Identifying and understanding patient groups whose diagnoses create an opportunity for a standardized approach to care to achieve consistent positive outcomes
 - Accountability governance structure of interdisciplinary teams to design, deliver, and measure care plans, outcomes and related cost of care to drive ongoing improvements



Source:
Teisberg E, Wallace S, O'Hara S. Defining and Implementing Value-Based Healthcare: A Strategic Framework. *Acad Med*. 2020 May;95(5):682-5. Available at:
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7185050/>.

| Traditional Quality Metrics

CMS Intent Across Measures

1. **Safety:** Care does not cause harm to patients.
2. **Effectiveness:** Care is evidence-based and outcomes-driven to prevent complications and optimize disease management.
3. **Transitions of Care:** Care is well-coordinated across different providers and settings.
4. **Transparency:** Information is shared with patients and providers to guide decision-making and quality improvement efforts.
5. **Efficiency:** Resource utilization maximizes quality and minimizes waste.
6. **Eliminating Disparities:** Care is consistently delivered regardless of geography, race, economic status, or diagnosis.

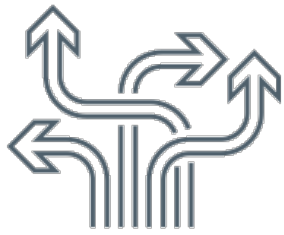


Source:

Centers for Medicare & Medicaid Services: Roadmap for Quality Measurement in the Traditional Medicare Fee-for-Service Program. Department of Health and Human Services. 2008. Available at: https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/downloads/qualitymeasurementroadmap_oea1-16_508.pdf.

Historical Challenges in Quality Data

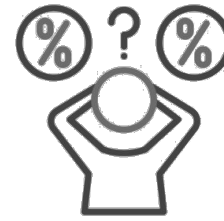
Only 37% of quality measures deemed valid by American College of Physicians



Unstandardized definitions



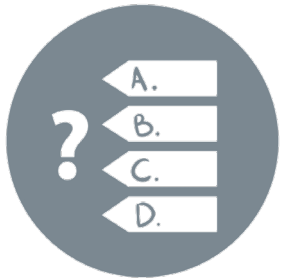
Varying data quality



Lack of context



Gaps in data



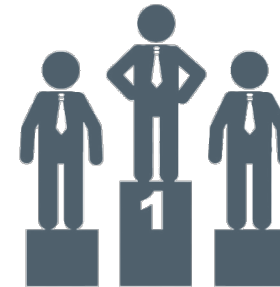
Confounding variables



Lack of national benchmarks



Time delays



Lack of comparisons to competition



Quality program "fatigue"

Sources:

IHI Quality Improvement Essentials Toolkit. Available at: <http://www.ihl.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx>. Last accessed: June 17, 2022.

MacLean CH, Kerr EA, Qaseem A. Time Out – Charting a Path for Improving Performance Measurement. *NEJM*. 2018;378:1757-1761. Available at:

<https://www.nejm.org/doi/full/10.1056/NEJMp1802595>.

⁹ Scholle SH, Roski J, Dunn DL, Adams JL, Dugan DP, Pawlson LG, Kerr EA. Availability of data for measuring physician quality performance. *Am J Manag Care*. 2009 Jan;15(1):67-72.

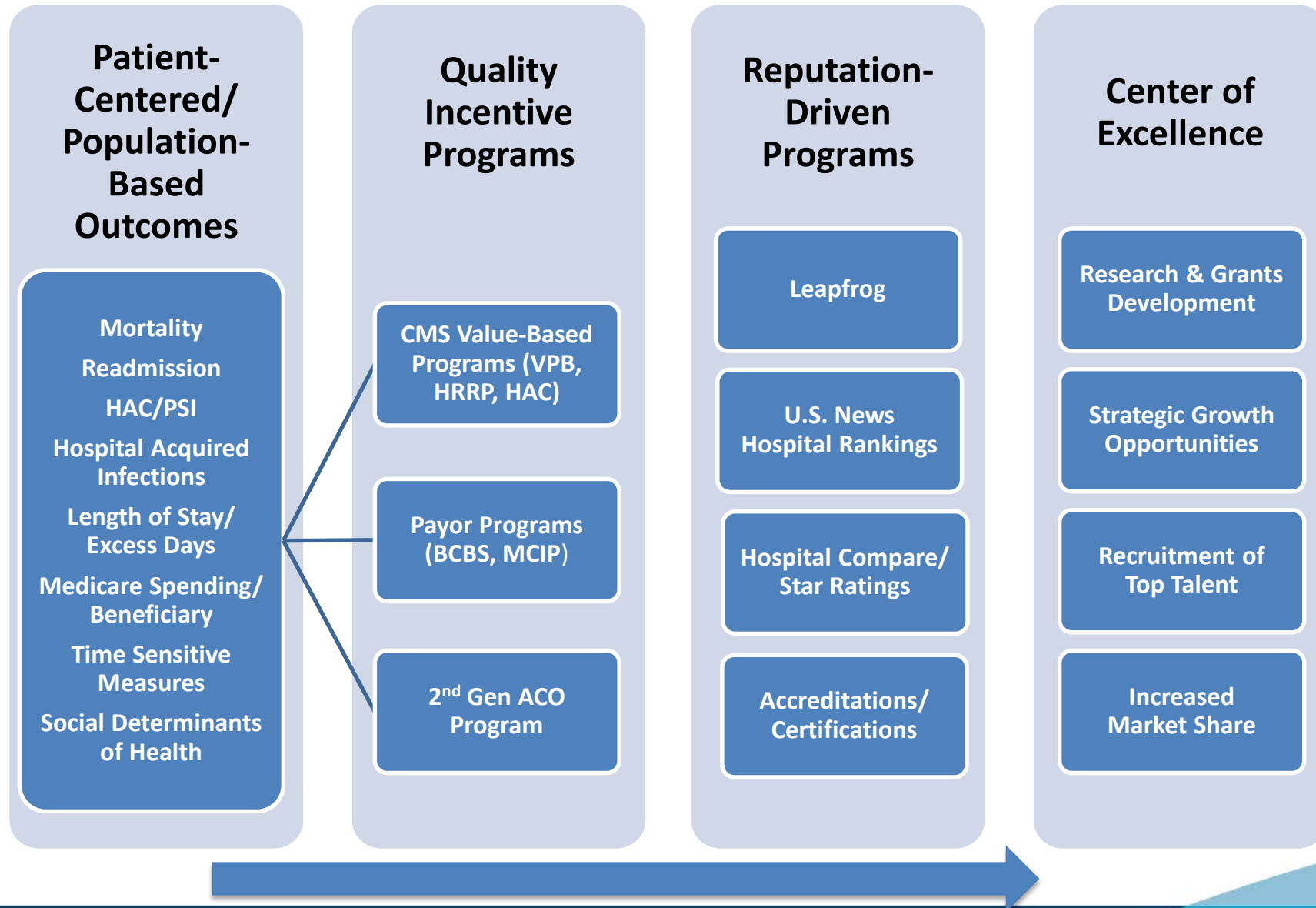
| Engaging Physicians in Quality Initiatives

Team Approach to Improvement Remains a Challenge

- Transparency and collaboration among team members is key to maximizing value in today's healthcare setting.
- Panelists are physician representatives from three health systems who are actively engaged in quality improvement initiatives within their respective organizations.
- These HealthTrust Physician Advisors will share insights into successful approaches which also incorporate physician engagement.

PANEL DISCUSSION

Measurement Cascade



| Key Takeaways

Six Domains of Healthcare Quality

1. **Be Safe**: Avoid patient harm from the care that is intended to help them.
2. **Be Effective**: Provide evidence-based services to all who could benefit, and avoid misuse in those who most likely will not benefit.
3. **Be Patient-Centered**: Provide care that is respectful of and responsive to personalized patient preferences, needs, and values; ensure patient values guide clinical decisions.
4. **Be Timely**: Reduce waits and prevent harmful delays for both those who seek and those who provide care.
5. **Be Efficient**: Avoid waste in all aspects – waste of equipment, waste of supplies, waste of ideas, waste of energy.
6. **Be Equitable**: Provide consistent, quality care independent of personal characteristics such as geographic location, gender, ethnicity, and socioeconomic status.

Source:

Agency for Healthcare Research and Quality. Six Domains of Health Care Quality. November 2018. Available at: <https://www.ahrq.gov/talkingquality/measures/six-domains.html>. Last accessed: June 17, 2022.

References

1. Teisberg E, Wallace S, O'Hara S. Defining and Implementing Value-Based Healthcare: A Strategic Framework. *Acad Med*. 2020 May;95(5):682-5. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7185050/>.
2. Centers for Medicare & Medicaid Services: Roadmap for Quality Measurement in the Traditional Medicare Fee-for-Service Program. Department of Health and Human Services. 2008. Available at: https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/QualityInitiativesGenInfo/downloads/qualitymeasurementroadmap_oea1-16_508.pdf.
3. Growth in outpatient care: The role of quality and value incentives. *Deloitte Insights* (2018):1-20. Available at: IHI Quality Improvement Essentials Toolkit. Available at: <http://www.ihio.org/resources/Pages/Tools/Quality-Improvement-Essentials-Toolkit.aspx>. Last accessed: June 17, 2022.
4. MacLean CH, Kerr EA, Qaseem A. Time Out – Charting a Path for Improving Performance Measurement. *NEJM*. 2018;378:1757-1761. Available at: <https://www.nejm.org/doi/full/10.1056/NEJMp1802595>.
5. Scholle SH, Roski J, Dunn DL, Adams JL, Dugan DP, Pawlson LG, Kerr EA. Availability of data for measuring physician quality performance. *Am J Manag Care*. 2009 Jan;15(1):67-72.
6. Agency for Healthcare Research and Quality. Six Domains of Health Care Quality. November 2018. Available at: <https://www.ahrq.gov/talkingquality/measures/six-domains.html>. Last accessed: June 17, 2022.

Thank you...

Steven T. Gremillion, M.D., FACC

Ashley C. Mays, M.D.

V. Seenu Reddy, M.D., MBA, FACS, FACC

John Young, M.D., MBA, FACHE